MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018/2019

BAC2694 – MANAGEMENT CONSULTANCY

(All sections / Groups)

1 JUNE 2019
9.00 a.m to 12.00 p.m.
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **THREE (3)** pages with **FOUR (4)** questions only.
2. Attempt **ALL** the questions. Distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

Midtown Mall is shopping mall situated in a small mix development that includes a budget hotel and an office building. The surrounding area is mostly residences, offices and a hospital. Two kilometers away, a new large mix development is being built. The new development is nearer to the LRT station whereas Midtown Mall is nearer to a bus terminal.

Among the tenants of the Midtown mall is an upscale grocery store, restaurants and boutiques. It also has a movie theatre and a bowling alley. The management is concerned because looking at the experience of Alamanda in Putrajaya which is larger than Midtown, when IOI City Mall opened, the traffic in Alamanda dropped severely. As a result, Alamanda tenants found it less profitable than before causing many of the tenants to close down. It took some time for Alamanda to recover.

Midtown Mall approached you to come up with a plan to prevent similar situation as Alamanda. Their concern is that if they were to suddenly lose tenants, it would put a severe strain on their cashflow especially if they are not able to get a new tenant quickly.

Prepare a project charter detailing the following:

a) Client's requirements (4 marks)
b) Your approach (4 marks)
c) Key deliverables (6 marks)
d) Milestones (6 marks)
e) Key personnel's functions (5 marks)

(Total: 25 marks)

QUESTION 2

Prospective clients rarely look for consultants until they have a pressing need. The market has no shortage of prospective clients, but truly profitable projects can be few and far between. If you want to work for the most profitable clients, you will have to compete for and grab their attention. Many consultants mistakenly believe that by defining their expertise broadly, they will appeal to a wider audience and land more clients. However, initial call with a potential client can be an uncomfortable experience. But these first calls are crucial to your success as a consultant.

a) Discuss **FOUR (4)** reasons why the initial contact is critical to the consultant particularly using cold calling way of soliciting potential client. (10 marks)

b) What preparation needs to be done for the first meeting? (10 marks)

c) Explain the phrase "cold calling way of soliciting potential client". (5 marks)

(Total: 25 marks)

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QUESTION 3

Tora Holdings Bhd. has just purchased a new computer system from your company for their warehouse to track inventory and manage deliveries of online purchases. Unfortunately the system was not performing as expected. Warehouse staffs were complaining that they cannot find the products where they were supposed to be and customers were complaining they were getting the wrong products or there were late deliveries.

You were the account manager in charge of this contract and the system comes with a 6 months warranty and after sales service contract. Tora Holdings was threatening to sue you for breach of contract and there was also a danger that they will drag your company's name in the mud by blaming you to defend themselves against their customers' complaints. After discussing it with your boss, it was decided that the following approach would be resolve the matter:

- **Warehouse survey team:** Survey the warehouse area and document 1] the work processes of the warehouse workers 2] the inventory layout
- **Inventory management analysis team:** To analyse the findings of the warehouse team and match it against what is recorded in the system
- **Operating System team**: To review and reprogram the system to ensure that the specifications and programming match the clients processes and to ensure that the operation manuals are updated to prevent recurrence of the problems.

The findings and recommendations from all the teams will be combined in a single report and presented to the clients. They were given TWO months to complete the project.

Required:

Prepare the following:

a) Work breakdown structure (10 marks)

b) Gantt Chart (15 marks)

(Total: 25 marks)

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QUESTION 4

Briefly explain the following:

a) Distinguish between qualitative and quantitative consulting analysis.
(13 marks)

b) List and explain at least **FOUR (4)** services that management consultants can provide.
(12 marks)

(Total: 25 marks)

End of paper.